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Positive Organisational Culture;

the path to resilience for the

organisation and the human within?

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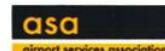
EUROPEAN CORPORATE JUST CULTURE DECLARATION[1]

Safety is of paramount importance to the public but also to the aviation industry.

Safety is not only a legal requirement but also a key contributor to sustainable business. Any entity in aviation has therefore a responsibility to maintain and improve safety.

Staff working in the aviation industry, at all levels, have a safety responsibility and are key to a safe system.

A safe aviation system requires events that affect or could affect aviation safety to be reported fully, freely and in a timely manner as needed to facilitate their investigation and the implementation of lessons learnt.

Just Culture lies at the heart of an effective reporting system and such a system is needed in all aviation organisations to maintain and improve aviation safety.

This Declaration supports existing legislation, in particular Regulation (EU) No 376/2014 on the reporting, analysis and follow-up of occurrences in civil aviation, and is fully consistent with applicable rules.

Each organisation should, after consultation with their staff representatives, implement internal rules[2] that are best suited to its internal and external specificities. These internal rules should be supported by documented processes and applied consistently through the organisation.

This Declaration constitutes a set of key principles that each organisation is encouraged to implement in the context of its Just Culture internal rules.

We, the signatories to this Declaration, will encourage our respective members to implement a Just Culture on the basis of the following key principles referred to in this Declaration.

The signatories agree to continue to work together to develop guidance and industry best practices material to assist Just Culture implementation by organisations in the various aviation sectors.

KEY PRINCIPLES OF A JUST CULTURE

1. Acting safely is a top priority.

2. Staff, at all levels, should be, as a starting point, considered to act in the interest of safety, in a manner commensurate with the training, experience and professional standards that fit their position or function. To achieve this organisations are responsible for providing their staff with the appropriate environment, tools, training and procedures.

3. It is acknowledged that, in an operational aviation industry environment, individuals, despite their training, expertise, experience, abilities and good will, may be faced with situations where the limits of human performance combined with unwanted and unpredictable systemic influences may lead to an undesirable outcome.

4. Analysis of reported occurrences by organisations should focus on system performance and contributing factors first and not on apportioning blame and/or focus on individual responsibilities, except in the cases foreseen under Regulation (EU) No 376/2014 and other applicable legislation.

5. When assessing individual responsibility, organisations should focus on determining if actions, omissions or decisions taken were commensurate with experience and training, and not on the outcome of an event.

6. Reporters of safety information, and any other person mentioned in the report, are protected from adverse consequences, in accordance with Regulation (EU) No 376/2014.

7. Whilst acknowledging that adverse events can frequently be the driver for analysis, positive behaviour and actions should be captured and encouraged.

8. Organisations should promote effective implementation of Just Culture principles within the organisation at all levels and with all parties, including their representatives. All should actively foster mutual trust and respect, and promote support and cooperation to build the necessary trust across the organisation. Staff should be educated in Just Culture principles and all relevant documentation should be made available.

9. Just Culture internal rules should include, amongst others, the definition of a process, including the actors involved, to determine an unacceptable behaviour, in accordance with its description in Regulation No 376/2014.

10. Just Culture internal rules should document how safety data is managed, stored, protected and disclosed. It should also document to what extent the organisation intends to share de-identified data for safety learning purposes.

11. Support provided by organisations, in cases where staff are subject to external procedures on the basis of an occurrence they have reported or been involved in, reinforces the mutual trust that is necessary to ensure an effective Just Culture.

12. A consistent and effective Just Culture environment requires going beyond publication of Just Culture internal rules.

13. To effectively implement a Just Culture staff at all levels, as well as top management, should understand and accept their responsibility with regards to Just Culture principles and internal rules and their promotion.

14. Organisations, in cooperation with involved parties, including their competent authority, should define how they intend to continuously promote and stimulate the implementation of Just Culture principles and practices throughout the organisation.

15. Organisations should regularly review and assess the maturity of their Just Culture internal rules and compare it to the Just Culture perception within the organisation. Benchmarking may also be of benefit and may be considered.

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[1] This non-legally binding Declaration only considers Just Culture within the context of an organisation and does not address or overrule the judicial rules or proceedings applicable in individual Member States.

[2] Article 16 (11) of Regulation (EU) No 376/2014 prescribes the presence of 'Just Culture internal rules', supported by internal processes that need to be adopted after consulting the organisation's staff representatives, and implemented in European aviation organisations.

Just Culture as an "ACCOUNTABILITY MATRIX" ?

➢ Seen as a regulatory requirement, limited to the "operational side" or "sharp end"

➢ *But is it credible if similar values are not reflected within the wider organisation?*

(NOT) GUILTY?

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…widening the scope beyond the "pointy end"…

Usual focal point

| Morals, social norms, peers | Government, Prosecutors, Legislators | Authority | Company | Management | Workplace | Activity |

The next step!

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The organisation, the environment and the outcomes..
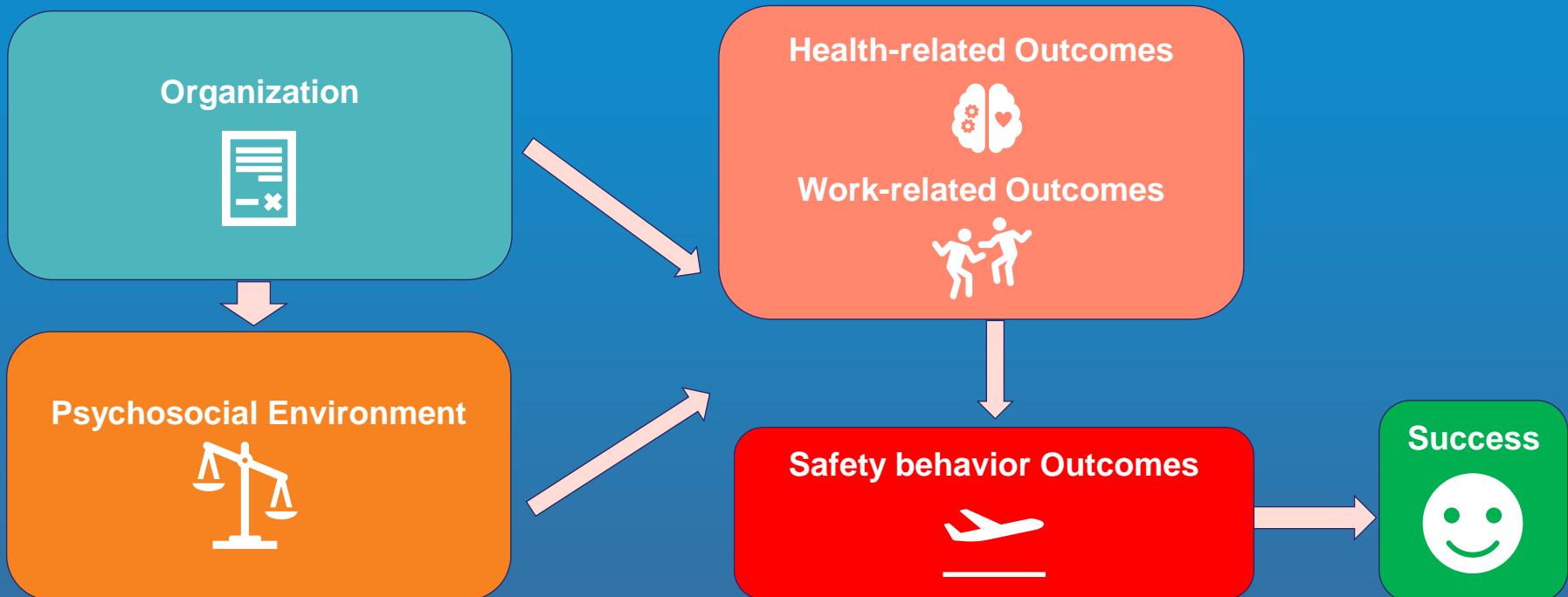
When Culture turns ugly….

BOEING

Merger with MDD	HQ Move		737 MAX Crash

1997   2001   2018/2019

…it turns ugly one imperceptible step at a time…

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Hierarchy of needs (adapted from Maslow)

Self-Actualization Needs

Leads and motivates, subject matter expert, independent

Esteem Needs

Recognition, feeling of accomplishment

Belonging Needs

Co-operative colleagues, supportive bosses

Safety Needs

Stable employment, safe work environment

Physiological Needs

Salary, basic mental health
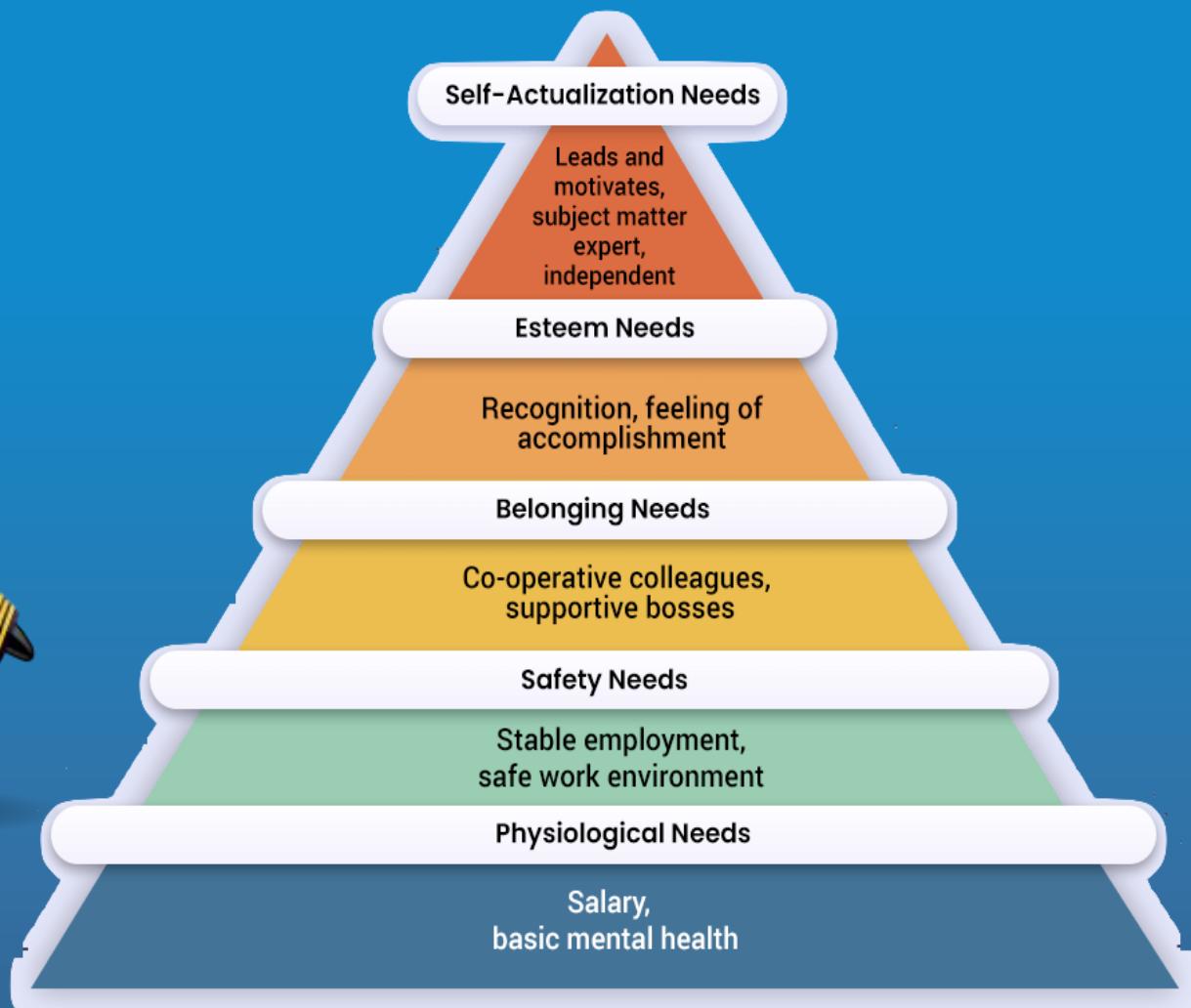
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"A Culture where an organisation actively creates an environment where motivation and safety-conscious behaviour occur as a natural consequence of a psychologically safe work environment, where staff feel included, trusted, are empowered to and willingly show discretionary effort in order to lead the organization to success."

Positive Organisational Culture; a definition, Bichara, Brüggen & Reuter

CORNERSTONES OF A "POSITIVE ORGANISAT...

CREDIBLE VALUES

PSYCHOLOGICALLY SAFE ENVIRONMENT

TRANSPARENT (EMPLOYMENT) RELATIONSHIPS

CLEAR COMMUNIACTION

- *Ethical leadership is also about **understanding the truth about humans and our need for meaning**. It is about **building workplaces where standards are high and fear is low**. Those are the kind of cultures **where people will feel comfortable speaking the truth** to others as they seek excellence in themselves and the people around them."*

- *James Comey "A Higher Loyalty*

Employee and Labor Relations

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Collaboration
Diversity Constant
Experience **Boldness** Ownership
Partnership
Quality Humility Work Accountability
Innovation
Oriented **Discipline** Teamwork
Passion Fun
Fairness Balance Leadership Trustworthiness
Learning Courage **Integrity** Hard
Idealism
Result **Self** Unselfishness
Development Honesty Customer Improvement
Respect Simplicity
Employee

JÓZSEF VÁRADI
CEO WIZZ AIR

We are all fatigued

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ARMY LEADERSHIP DOCTRINE

PSYCHOLOGICAL SAFETY – FOSTERING A HEALTHY CHALLENGE CULTURE

Challenge Safety — Safe to raise issues & concerns, expose problems, and challenge the status quo of how the team operates, in a constructive & respectful way, based on a genuine desire to improve, without fear of being penalised or disadvantaged.

Contributor Safety — Safe to engage in an unconstrained way, with open dialogue & constructive debate with peers, superiors & subordinates alike without fear of being belittled/undermined.

Learner Safety — Safe to ask questions & seek out new opportunities, with the ability to explore new ideas & approaches through making mistakes & learning from failure.

Inclusion Safety — A sense of belonging, knowing that you are valued, treated fairly & included regardless of title or position, and that your ideas & experience matters.

THE CENTRE FOR ARMY LEADERSHIP

Psychological Safety

Safe to Learn!
Safe to Collaborate!
Safe to Engage
Safe to be Authentic!
Safe to Challenge!

"Shared belief that the team is safe for interpersonal risk taking. In psychologically safe teams, team members feel accepted and respected"
(Edmondson)

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Psychological safety is NOT about fluffy pink unicorns…

Psychological safety is

*about embracing and seeking difficult conversations !*

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A Quick thought about people…

Neuroscience proves
that psychological safety
is achievable

Pierce, J. L., & Jussila, I. 2011. Psychological ownership and
the organizational context: Theory, research evidence, and
application. Edward Elgar Publishing.
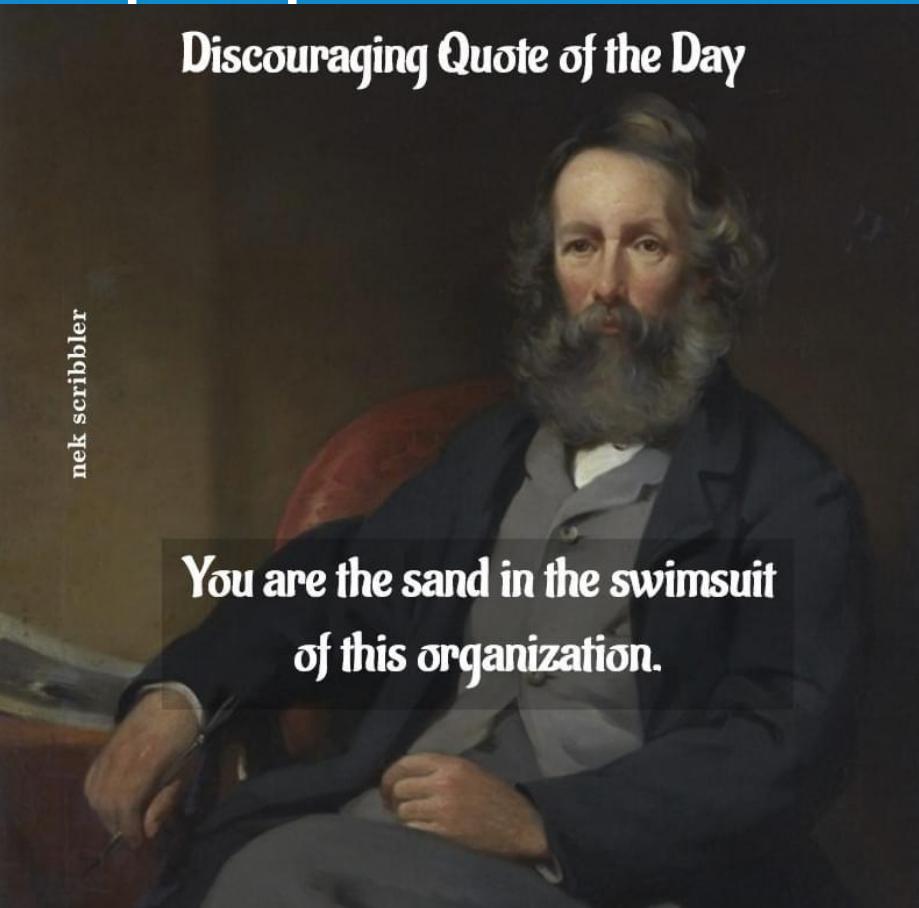
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…WHEN CULTURE WORKS…

SAS 1981 Jan Carlzon…

*"*Everyone needs to know and feel that he is needed."

"Everyone wants to be treated as an individual."

"We have 50,000 moments of truth every day."

"An individual without information cannot take responsibility, an individual who is given information cannot help but take responsibility"

"Giving someone the freedom to take responsibility releases resources that would otherwise remain concealed"

"... the right to make mistakes is not equivalent to the right to be incompetent, especially not as a manager."

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10 tips to create a Positive Organisational Culture

And many more!

Know your team	**Communicate with empathy**	**Lead with compassion**	**Stop Separating Non-Work And Work Conversations**
Encourage Experimentation	**Provide Consistent And Timely Recognition**	**Promote Respect**	**Swap Blame With Curiosity**
	Include Your Team In Decision-Making	**Be A Psychological Safety Leader**	

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To make a long story short…

- Organisations that have and proactively shape a culture that is adapted to the context of their operational and economic environment are more resilient and also perform better economically.

- Your safety culture will only be ~~sustainable~~ if the values of the cult~~ure~~ organisation at large reflect ~~this as well~~.

- "Culture" needs to go beyond safety and beyond front-line and safety-critical staff.

TRANSPARENCY, RELATIONSHIPS & COMMITMENT …

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DOWNLOAD THE ECA PAPER…

Concept paper

Inspiring aviation

The power of engagement and positive leadership in driving resilience

Positive Organizational Culture in Aviation

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